

INTERNAL MBO IMAGE SURVEY SUMMARY  
8 AUGUST 1985

I. Problem

The Office of Logistics (OL), as a service component, has gathered information during the period from June 1985 through August 1985 to determine OL's image and ways in which it can be enhanced. Thirteen divisions and staffs within OL including P&PLD were questioned regarding their services as image creators, their customers' perceptions of OL, ways to present a better image, additional services/support necessary to improve customer relations, options for communicating OL's scope and importance, and more concrete ideas for building a better overall image.

II. Assumptions

The Office of Logistics personnel concluded that there are a number of factors on which they are judged to determine OL's overall image: professionalism, timeliness, attitude, quality of product and services, and level of responsiveness. It is, however, OL's people that inevitably create the Office's image.

OL perceives its own personnel to be well-qualified, skilled, highly-educated professionals. The quality of Logistics people is competitive in relation to other components, yet the Office is chronically understaffed, coping with a shortage of personpower which directly affects OL's performance. The lack of continuity among clericals and professionals complicates the already unstable workforce.  
PD, RECD, NBPO, SD

At times, the components of OL may present the image of being bureaucratic nitpickers, bottlenecks, purists, and occasionally, obstacles to progress. The desire to be all things to all people, the "you call, we haul" stigma, the image of being consistently snowed-under with work and the overall perception of OL as a support vehicle for the rest of the agency is regrettably acknowledged by those who work for OL.

PD, P&PD, L&PLD, IMSS, PMS, RECD, SD, P&TS

III. Discussion

OL personnel are aware of areas that are in need of improvement within their own offices, recognizing that general

business conduct needs a more innovative approach. Increased awareness of quality of work, a more professional look for the personnel and their offices, increased courteousness, and raised standards in general are necessary. Stressing excellence and a positive attitude as well as encouraging a can-do approach to all tasks has been recommended.

PD, P&PD, SD, P&TS

Recognition of a job well done for both OL personnel and those from outside components who have contributed to an OL activity is, according to Logistics personnel, practically obsolete. In terms of outside offices, receiving a thank-you note from Logistics allows the receiving office to look upon OL favorably. Showing up at sites to observe how everything worked out and personally following up on problems also present a positive image. It has been noted that within OL, it is just as important to receive feedback as it is to give it.

L&PLD, NBPO, SD

The grade structure of personnel within OL is in need of revamping. The structure is perceived by a staff working for OL as one with fewer high-grade individuals than other offices. In addition, formal training for the OL careerists, as well as the development of an orientation/training program, would be beneficial to the Office's employees. Cross-training OL personnel within each of the divisions in the form of familiarization briefings, or actual on-the-job training, is another option to ensure a well-rounded staff. Rotation within OL has been suggested as a method to ensure that OL personnel are well informed about the Office. Those who have direct contact with customers should receive formal training. In addition, increased career counselling is needed to make OL personnel more aware of where they fit in within the Office and to let them see that OL needs their help and support as much as they need OL's.

NBPO, IMSS, SD

Revision of forms has been recommended in order that OL may present a more in-focus, in-control image. Currently the forms are confusing and fail to provide customers with pertinent information as to its purpose, the correct way to fill out the form, or any guidance as to how to follow up on the form. This information, if located on the form itself, would make the entire logistics process clearer to the customer. The longer the forms remain unexplained, the more it perpetuates OL's image of having a bureaucratic, cumbersome process to provide services.

Providing components with a video on filling out forms could assist in what is perceived to be a confusing, inconsistent procedure within OL. The video, which could help personnel determine the correct form and how to fill it out, would give audio/visual instructions on the form-completing process and

perhaps describe what steps the form will be put through as it is processed. This is a recommended method of clarifying the forms and their use to OL's customers.

NBPO, B&F, SD

A change in OL's jargon has also been recommended; i.e. warehouse could be called an advanced storage facility. The reason for this change is to support a truly professional image for the Office.

NBPO

Communications between OL and other components needs to be recognized. OL people stress the importance of informing other components about what can and cannot be done and making them aware of the methods by which OL's tasks are accomplished. OL needs to provide its customers with feedback that gives the components upfront, correct information regarding the timeframe in which services can be accomplished. It is also necessary for OL to openly decline services that it cannot perform and not mislead customers to the contrary. Unkept promises and misinformation is a definite liability to OL's image.

Seminars at all levels, briefings, the opening of LOG orientation to interested persons outside OL, video presentations on OL's functions both at home and overseas, workshops on OL's duties, as well as providing new EODs with a more thorough overview of OL should be addressed. It would be beneficial to ensure that the individuals who will give OL presentations are interesting, able to keep the audience's attention, and sound good. The lectures tend to be too technical as compared to other components, and there is a need for more "war stories" to let others know that being a log officer is not just driving a forklift. SD has determined that the briefing or seminar is effective if, when the lecture is over, people from other components want to come and work in OL.

A lack of information regarding services is another area to be addressed. The need to advertise, educate, and inform other offices must be approached through a program of re-educating agency personnel and of orienting new personnel with a better image. Ensuring that the people who in any way would utilize OL's capabilities be as informed as possible about OL is one of the most positive and needed steps to enhance OL's image. It has been suggested that it is too late to break old stereotypes and that changing OL's image is in the hands of the new employees who have no preconceived ideas of OL and its functions rather than the "Old Timers" who already have their opinions set. It is with this in mind that many have recommended the EOD orientation as an important time to get across OL's function within the agency as well as an opportunity to relay it's new, improved image.

PD, P&PD, P&TS

A trouble desk to respond to queries regarding all phases of processing, to assist in obtaining and completing the correct forms, and to help individuals track actions would be another positive step. This one focal point within the Office of Logistics could provide information concerning OL's routine and special operational support to personnel throughout the agency.

Components within the Agency have expressed the need for immediate feedback from OL regarding requests and services. This could be accomplished by providing them with the information that their form has been received, it is at said point, this will happen next, and here is a contact person in case of a problem. Consistency and a sense of focus throughout all logistic processes need to be investigated. P&TS has noticed an inconsistency in responses to questions and feels that this problem, a result of a busy office, is common throughout the Office and needs to be addressed.

NBPO, B&F, P&TS

Written matter regarding OL's functions and services appears to be in demand. Employee notices announcing new services, monthly publications, bulletins, posters, and readable "guides" to many of the logistics functions would take the mystery out of Logistics and help clarify the image OL wants to portray. Many longstanding ideas, i.e. The Acquisition Handbook, which would provide other components with the policy and procedural aspects of the procurement cycle, continue to be postponed. The availability of these guides would remove some of the "heat" from OL personnel and any information available to other components regarding the complexity of Logistics services would contribute to a better image. A monthly newsletter and Employee Notices are two of the most commonly suggested methods of keeping the agency informed of new services and changes within OL.

PD, P&PD, IMSS, PMS, RECD, B&F, SD

The opportunity to include articles in Studies in Intelligence and other Agency publications should be utilized. Written pieces referring to a specific CIA activity where logistics played a crucial part, or when functions were performed under unusually difficult conditions, or in an unusual manner, would demonstrate the professionalism and extensive input that OL has within the realm of daily CIA activities. There are many printed resources OL could utilize that reach a wide audience throughout the entire agency. It is time to start taking advantage of the resources that are available.

IMSS, RECD, B&F, NBPO, SD, P&TS, SS

In contrast, it has been suggested that a bombardment of "propaganda" is not a solution to the current image problem and the work that OL performs should speak for itself.

IMSS, SD, P&TS

In utilizing data processing equipment, cross-training for customers has been determined to improve customers' understanding of OL's services as well as better relations. Much of the information requested by the customer is readily available in the systems and could be accessed directly if the customer knew how. The provision of guidance and technical assistance to components, depots, and field activities serve as image creators, and some attention needs to be placed in this direction. It would be beneficial to make the Agency managers (DD's and Office Heads) more knowledgeable of Agency and Federal policies and procedures regarding OL services.

PD, HOME, SD

The logistics procedures that the Office uses should be re-evaluated for effectiveness and perhaps the systems could be compared to other government agencies and private industries to determine if there are areas where improvement can be made. The current methods are not necessarily the most up-to-date and effective.

To charge for OL's services has been mentioned as a way to control OL's budget and reduce present demands that exceed OL's ability to perform.

IMSS

In regard to bureaucracy and red tape, the components OL serves are aware of the problems involved in the bulk of the logistical work, and have accepted the obstacles as part of the procedure. This has, however, led to frustration. Among other paper-reducing options, RECD suggested that delegation of authority for projects under \$1000 be handed to the Logistics and Administrative Officers in order that they provide better service. This positive improvement has already been implemented.

RECD

#### IV. Conclusion

In summary, the responses to the survey have determined that it is OL's people that create the Office's image, whether positive or negative. It is the people's attitudes, performance, professionalism, and the way in which they provide the services that are currently creating OL's image. It is, therefore, OL's people that will make the difference in bettering the Office. Our own people are OL's best representatives. The personnel within the office and especially those representing OL in other components are our image creators, and it is with this in mind that OL should approach the Office's image enhancement.

## V. Recommendations

- a) Evaluate OL forms to determine those that need to be revised. Examine the forms to assure that there are instructions regarding use of and how to complete the form. Redesign forms that need improvement. Put together handbook containing pertinent information on OL forms: their use, instruction on completing them. Provide phone numbers for follow-up and obtaining information. Provide components with a video presentation on the completion of OL forms.
- b) Promote seminars, briefings, video presentations, and workshops on OL's duties. Develop an improved EOD presentation. Open the LOG Orientation to interested persons throughout the Agency.
- c) Establish a trouble desk to respond to queries regarding OL services. Create focal point for queries concerning OL's routines.
- d) Utilize employee bulletins. Develop a monthly publication announcing new services and clarifying existing. Develop a readable guides to logistics functions. Complete handbooks that have been proposed to provide other components with policy and procedural information.
- e) Develop articles for Studies in Intelligence and other existing Agency publications to demonstrate OL's role within the Agency.
- f) Approach business conduct within the offices with an increased awareness of quality of work. Pursue a more professional look for the personnel and their offices. Stress excellence and a positive attitude. Encourage a can-do approach to all tasks.
- g) Reevaluate logistics procedures for effectiveness. Compare the Agency's existing logistical procedures to other government agencies and private industry.
- h) Establish an OL Briefing Team [REDACTED]  
[REDACTED]
- i) Set up an "Open House" of various OL activities for OL and Agency employees.
- j) Arrange an OL exhibit for the Exhibit Corridor in Headquarters. Use photographs of various OL operations in progress.

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- k) Evoke increased verbal and written communication within OL to assure that all OL components are informed of changes and additions within the Office.
- l) Train customers to utilize data processing equipment so that needed information can be accessed.
- m) Change jargon within Logistics to support a professional image.